

Critical Element - **REDUCING AND RECOVERING IMPROPER PAYMENTS**

NIH managers should identify all manager positions where the assigned responsibilities would be instrumental in recovering and reducing improper payments in the Department's programs. These responsibilities include:

- (1) Managing, supervising and/or approving or certifying payments for purchase cards
- (2) Managing, supervising the entering/recording of information and data for obligation documents (e.g., contracts, grants, travel authorizations, etc.)
- (3) Managing, supervising the entering/recording of receiving reports, purchase orders, and invoices; and certifying payments.

To meet Fiscal and Calendar Year 2005 requirements:

Include the revised "One HHS" sub-objective in the identified managers' performance plans/contracts, as follows:

For employees covered by performance contracts, the revised sub-objective may be included under the "Management Improvement Initiatives" (these are the Management Objectives), on performance contract "shells."

For employees covered by performance appraisals (plans), it may be included as a critical element, or one aspect of a critical element.

CRITICAL ELEMENT
Recovering Improper Payments

Identify and address weaknesses in grant system(s), procurement systems, and finance offices to ensure recovery of improper payments and to reduce the number of improper payments made by the Department.